

Headquarters U.S. Air Force

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Disruptive Thinking Workshop: Civilian Hiring

***2011 MHS Conference
AFMS Breakout
27 Jan 2011***



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Director, AFMS
Recruiting/Sustainment
Division (SG1D)***



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Disruptive Thinking Working Group Breakout Session

- **Date: 18-19 Oct 10**
- **Facilitator: Col Allen**
- **Faculty: Lt Col Langer, Maj Gines, Maj Ramirez**
- **Target Audience: Key AFMS personnel/experts familiar with policy, hiring and classification processes at AFPC, installation and, MTF**

- **Members:**

- **AF/SG1C**
- **AFMA/MAHL**
- **AFMOA/SGAR**
- **AFMSA Representative**
- **AFPC/DP**
- **HQ AF/SG8**
- **HQ AFMC/A1K**
- **OO-ALC/DP (AFMC)**
- **CONUS RMO
Representatives**
- **CONUS Civilian Personnel
Office Representatives**
- **OCONUS Civilian Personnel
Office Representatives**
- **OCONUS RMO
Representatives**





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Disruptive Thinking Working Group Breakout Session

- **Key Questions/Issues To Be Addressed:**
 - Identify reasons for delays and variations in classification process
 - Identify causes for delays in MTF civilian hiring process
 - Examine areas where inefficiencies can be improved

- **Deliverables:**
 - Summary of discussion
 - Potential solutions with OPRs
 - Top Recommendations

- **Quadruple Aim Alignment:**
 - Better Care
 - Best Value



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Hiring Process Overview - Fill Actions

Validate Fill (22+K actions at AFPC in CY09)

Review for Force Development implications

Assign Template Assessment

**Classification
If Required**

**BASE
GENERATES
RPA**

**GOES TO
ROUTER**

**CAREER
FIELD
TEAM**

**PPP
BOX**

AFPC STAFFING TEAM
(aligned by base)
Recruiting
Selecting Official
Processing (Fill/Non Fill)

Non Fill Actions



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Average Fill Days Medical Career Fields

- ***Management...6 days***
- CPF...19 days
- ***Classification... 50 days***
- Final REF...35 days
- ***Selection...27 days***
- ***EOD...42 days***

On average 179 days



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Delays In Classification

Root Causes

- **Competing interests (GSC, Joint Basing, NSPS transition, high turnover)**
- **Disagreement in grade determination between management and CPF/AFMA**
- **Inexperienced classification staff (AF wide)**
- **CPF/AFMA will not start classification process until funded position appears on UMD**
- **Outdated classification standards**
- **Local managers desire unique job description**



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Delays In Staffing

Root Causes

- **CPF will not initiate recruitment until incumbent has departed**
- **Non-standard engagement approach by MTF's civilian liaisons with CPF/AFPC**
- **Lack of quality candidates, requiring re-advertisement of position vacancies**
- **Clearance of PPP matches is time-consuming when <2% are hired**
- **MTF selection timeliness**
- **Incentive approval package delays**
- **Underutilization of available incentive dollars**
- **Unrealistic Enter on Duty date expectations**



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Top Recommendations

- **Establish visibility/tracking of entire hiring process by MAJCOM (will foster ownership by selecting officials)**
- **Encourage collaboration of CPF staff and MTF management officials (Commander's Calls, formal briefings, etc.)**
- **MTF identify and ensure appropriate tracking of priority fills**
- **Implement robust communication/marketing strategy of available classification and staffing tools to MTF managers**
- **Exploit available Standard Core Personnel Document (SCPD)/ Standard Position Description (SPD) and expand the SCPD/SDP library**
- **Formalize standardized training of civilian liaisons**



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AF/SG's Vector

Solutions

- **Maximize use of SCPDs/SPDs via SG policy letter**
- **Establish blanket incentive pay package templates for MTF use**
- **Delegation of incentive package approval from IC to MTF/CC**
- **Implement quarterly webinars to educate civilian liaisons on available hiring tools**
- **Establish a metric that requires selecting official to make a hiring decision within 15 days of receiving certificate**



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AF/SG's Vector

Execution Strategy

- Mandate use of standardized position description as “first option” in hiring process for covered billets; exceptions require AF/SG1 approval (Implement via AF/SG Policy Memo - Proj: Feb 2011) **Impacts Classification timeliness**
- Develop “standard” language (approved by AFPC/DPI and SG1) for MTF use in expediting the civilian pay incentive packages to the Installation/CC for approval (EDC: 2nd Qtr FY11) **Impacts EOD timeliness**
- Obtain AF/A1P support to re-delegate civil service incentive pay approval authority to MDG/CC (EDC: 30 Apr 11) **Impacts EOD timeliness**
- SG1C develop core competency training materials for deployment via quarterly webinars starting Apr 2011 **Impacts Management & EOD timeliness**
- Implement “hiring decision” metric: 15 “work days” [Date ~~certified list of eligibles received from AFPC to date selection is documented/~~electronically forwarded back to AFPC (Implement

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“Trusted Care Anywhere”

